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Annual
Report
1962
San Francisco
Redevelopment
Agency

The cover design was developed from a detail of the fountain by François Stahly, winner of the Golden Gateway Sculpture Competition, sponsored by the developers, Perini-San Francisco Associates.

The sculptural character of the four columns emerging out of a labyrinth of stones suggests a movement and flow of forms unique in fountain design.



South view



The Stahly Fountain has
a two-phase operation.

During the high-pressure phase,
the bronze columns will be veiled
by water spouting from the top.
The labyrinth of stones at the base
will be submerged by a pool
enclosed by perimeter slabs.

During the low-pressure phase,
water will trickle down the
columns, revealing their
sculptured shapes. The labyrinth
composition of the stones
will emerge as the pool
progressively empties.

The Stahly Fountain will be located
in the Sydney G. Walton Square
on Front Street between Pacific
Avenue and Jackson Street
in the Golden Gateway.



North view

This is the report of the activities of the San Francisco Redevelopment Agency in 1962. It highlights physical, economic, and social progress. It identifies the aspirations which have spurred and the problems which have restrained the Agency. It lists important data reflecting the complexities of the Agency's part in San Francisco's development.

The terms usually employed to describe blight prevention and blight removal, the core activities of a redevelopment agency, are respectively redevelopment and renewal. In this report, however, the Agency adopts another term to describe its activities—development. This broader term reflects the community's awareness that redevelopment in San Francisco must go beyond the prevention and removal of blight to lay foundations upon which a more beautiful and a socially and economically healthier city may develop. In working toward this broader goal, the Agency becomes in fact a development agency of the City.

This would not have been possible without the financial aids of the Housing and Home Finance Agency and its constituent agencies as well as the City and County of San Francisco.

Over the year, the Agency has worked with many private and public agencies, civic groups, churches, and professional and social organizations. While it is impossible to name all of the groups whose cooperation the Agency has welcomed, identification of those with whom the Agency has had close working relationships is given on the final page of this report.

Renewal and redevelopment in San Francisco
lend respect to our natural attributes and
enhance our heritage, our culture, our opportu-
nities. Through this process we are creating now
the environment that will keep for us in the
future the commendation that we are indeed the
City that knows how—because we know how
to renew.

Mayor George Christopher



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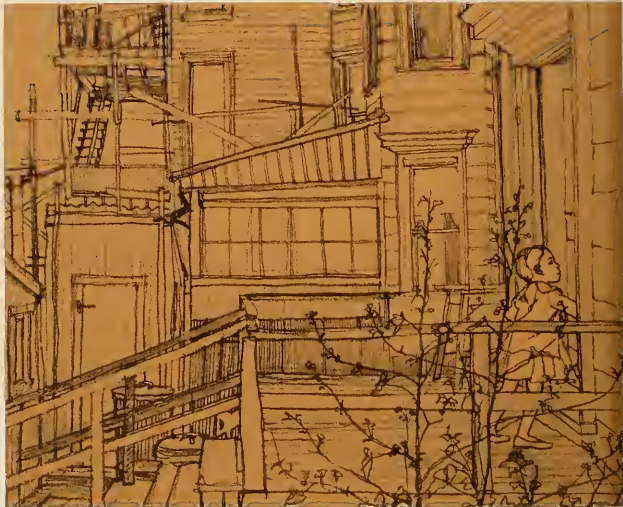
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I. The significance of redevelopment

Removal of blight

This three-story, wood-frame building on O'Farrell Street between Webster and Buchanan was 75 years old in 1957. Originally built as a single-family dwelling, the building had been converted legally to three flats and then illegally to six. Sanitary, electrical, and other facilities were highly inadequate for use by six families.



Aside from the overcrowding and lack of play area for children, the structure itself, through age, illegal conversion, and inadequate maintenance was seriously deteriorated. The Redevelopment Agency in 1960 bought and removed the building.

In its place is a building which is part of the St. Francis Square Cooperative Apartments, a development sponsored by the Pension Fund Trustees of the International Longshoremen and Warehousemen's Union (ILWU) and the Pacific Maritime Association. The development consists of 299 apartments in 12 three-story buildings spread over a three-block area.

Open space is emphasized. Imaginative design has provided a continuous green belt of landscaping which ties all outdoor areas together. Sitting areas, plantings, lawns, terraces, and playgrounds are provided. Because of street closings, residents may walk throughout the development without the hazards of automobile traffic, and children have a traffic-free walk to the Raphael Weill School. The pedestrian and the child, rather than the automobile, dominate.

The St. Francis Square Development, located in Western Addition Area 1, has been constructed under a special program for moderate-priced private housing on a site allocated for this purpose. This meant the use for the first time in San Francisco of FHA-insured, low-interest (3½ percent) mortgage loans.

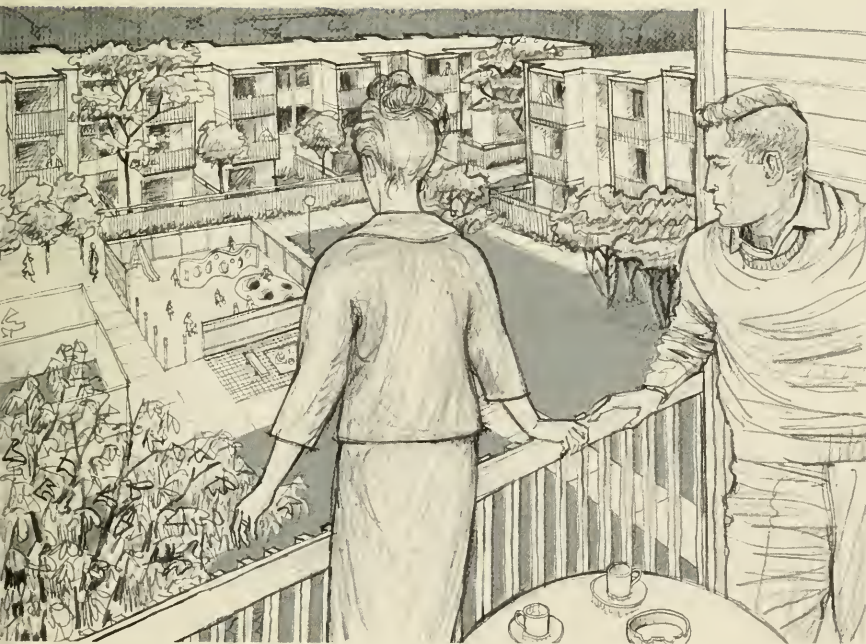
New structures and new uses of space are supplanting blighted buildings, inadequate streets, and wasted lands in 827 acres of three projects in execution and two more in planning. In areas under study, rehabilitation will have a more significant place in the attack on blight.

Approximately 930 blighted buildings or 1,432 parcels have been acquired and cleared to date. No building is left among the 699 acquired in the first Western Addition. All blighted structures are removed from Diamond Heights. Demolition of 94 in the Golden Gateway brings this phase of the program to the halfway point.

More important, in the place of these dilapidated structures are appearing hundreds of new homes, offices, shops, parks, schools, parking facilities, and streets. Many of these are completed and in use. Many more will appear in 1963.

Cities are more than a set of structures and facilities for those who live and visit there. And as we build and re-build our urban areas, we must build into them something more than the means of living. They must also create a way of life.

Robert C. Weaver



St. Francis Square Cooperative Apartments, Western Addition Area I.
Sponsored by ILWU-PMA, Pension Fund Trustees.
Architects: Marquis and Stoller, AIA

Rehousing

The obtaining of suitable rehousing for families and individuals has been a major obligation of the Agency. It has applied its efforts as well to suitable re-establishment of businesses and institutions. With the help of the community, the Agency will strive to offer decent, safe, and sanitary quarters within the means of the displaced, but will also apply its efforts toward the procurement of facilities of attractive appearance and amenities.

As to the past, the record of Western Addition Area 1, with the maximum displacements to date, stands:

Two-thirds of all families were rehoused in decent, safe and sanitary dwellings, and the balance were offered such housing but refused it for reasons of their own.

Families moved to every community area in San Francisco.

Five churches were retained in the redevelopment area; 10 others which had been occupying space in stores, residential units, and structurally inadequate church buildings re-established their congregations under improved conditions in other areas of the City.

Three hundred fifty-eight businesses were aided in re-establishing in new locations.

Diamond Heights operations displaced only 33 families and 14 individuals. All of these were suitably rehoused.

Golden Gateway families and individuals to be rehoused are small in number and relocation is being accomplished with little difficulty.

The produce industry in the Gateway is being relocated:

One group was provided with temporary rental space and was moved at Agency expense to the group's own produce market in a neighboring city.

The remaining group which desires to stay in San Francisco has had the help of the Agency in procuring land at Islais Creek, in arranging financing, in finding temporary rental space, and in meeting moving expenses.

The volume of displacements will rise sharply again. The Agency anticipates meeting this situation by:

A program of building a large volume of moderate-priced private housing in redevelopment areas.

A program of building senior citizen housing.

People of moderate means have a claim to good design in their homes as well as to the satisfaction of meeting a budget.

Everett Griffin

Emphasis on rehabilitation of salvable dwellings and business structures, with the Agency's technical aids to owners.

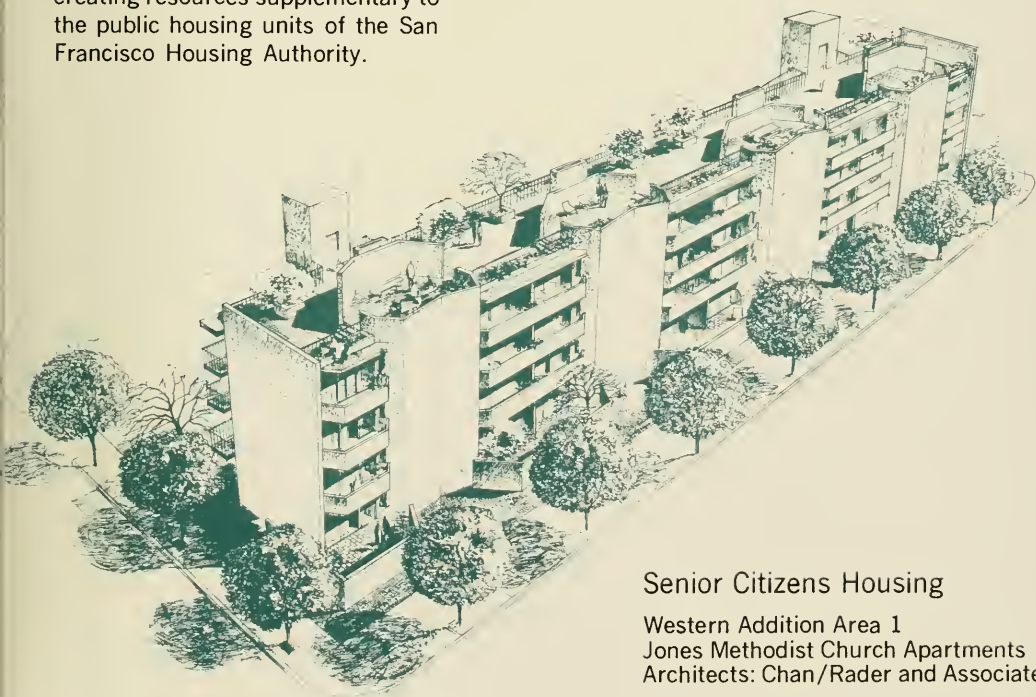
Demonstrations in the second Western Addition on the purchase, rehabilitation, and marketing of existing housing for families of moderate income.

Payment of special fees to owners, landlords, and agents who provide rentals within the financial capacity of displaced families.

Encouragement of experiments with new devices for keeping low-income families in private dwellings, thereby creating resources supplementary to the public housing units of the San Francisco Housing Authority.

Provision of a consultant service to individual businesses and to those willing to organize and re-establish as a group.

With these techniques the Agency is shaping its rehousing program to meet the problems of growing displacements.



Senior Citizens Housing

Western Addition Area 1

Jones Methodist Church Apartments

Architects: Chan/Rader and Associates

The entire locality must mobilize its social, health, welfare, and economic agencies to assist in the rehousing operation. *Everybody's affair must become everyone's business.*

William L. Slayton



The social side of rehousing

Rehousing involves much more than the moving of people from one location to another. Some problems can be met by the Agency itself. Others must be attacked by agencies which are organized to deal with particular social situations.

Recognizing this, the Agency has instituted certain services itself and draws upon the resources of other agencies. Agency actions include:

Information programs on relocation assistance through personal contacts and group meetings and also through distribution of pamphlets to each home and business establishment and to church, social, business, and neighborhood groups.

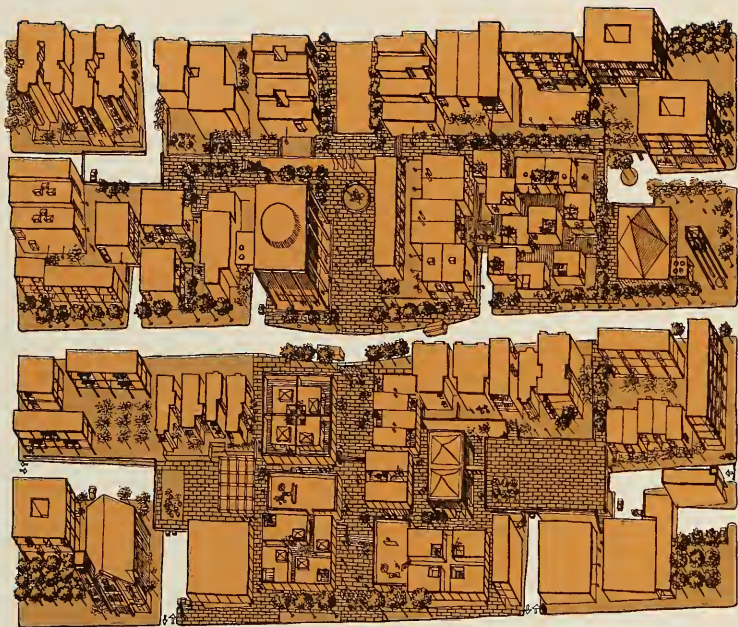
Continuation of surveys and planning for increased social services in cooperation with the United Community Fund and agencies serving the project area.

Coordination with the California State Employment Service to make referrals for employment and for job training.

Services of an Agency home economics consultant who in cooperation with the Unified School District will develop a program developed to aid residents in preparing for their new homes and neighborhoods. Help with budgeting, meal planning, and home furnishings will be offered.

Employment of trained personnel in Western Addition Area 2 and South of Market to identify problems exposed by the rehousing process and to refer families and individuals to appropriate social welfare agencies. This policy of identification and referral is one of the most important elements in the Redevelopment Agency's willingness to meet its share of the total community responsibility for the total rehabilitation as well as physical renewal.





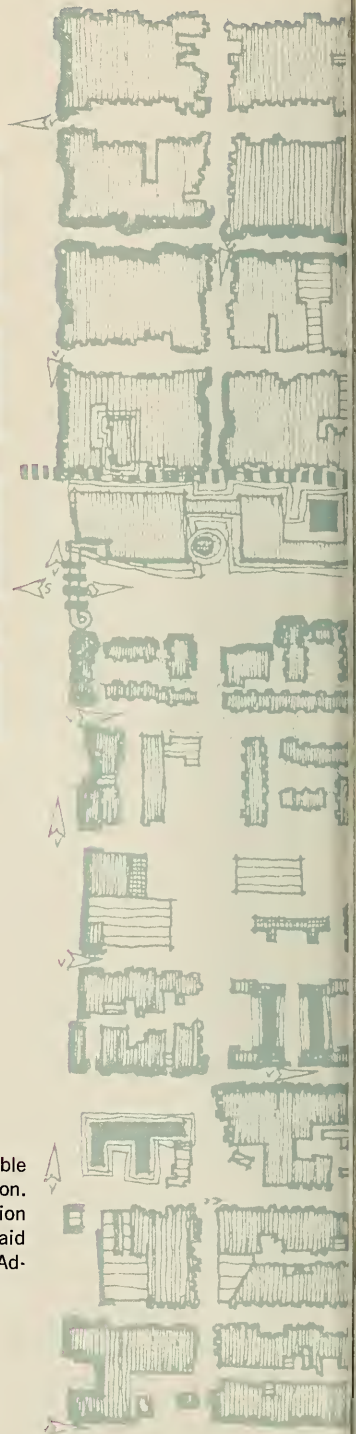
Nihonmachi Urban Design Study
Western Addition Area 2

Architects:

Rai Y. Okamoto, San Francisco

Van Bourg/Nakamura, Berkeley

A detail from the map recording notable visual elements in the Western Addition. A visual survey of the Western Addition was conducted by the Agency to aid urban designers working in Western Addition Area 2.



Urban design

San Franciscans expect the Redevelopment Agency to do many things for the environment of the City. Among these is reinforcement of San Francisco's noted urban qualities—convenience, variety, vitality, and visual enjoyment.

For visual enjoyment in urban redevelopment areas, the Agency seeks to preserve and create choice views of skylines, to frame sky, hills, water, landmarks and sculpture through open areas, to harmonize lines, scale, mass, textures and roofs of structures with land contours, to sharpen the impressions of historical edifices. In this way the Agency moves toward the admittedly elusive goal of good urban design.

In this effort, the Agency draws upon the work of architects, artists, urban design critics, planners, developers, City administrators and technicians, and professional and community groups.

There is no simple formula for achieving good urban design. The Agency has not found one and has no expectations of doing so—other than the application of efforts and skills. These have included:

Surveying visual qualities of areas as a step in the planning process.

Designing areas in the planning process.

Making design considerations a major element in offering land for sale and reuse.

Allowing construction only under architect-designed plans.

Providing developers with architectural reviews.

Conducting architectural competitions directly or indirectly with land sales.

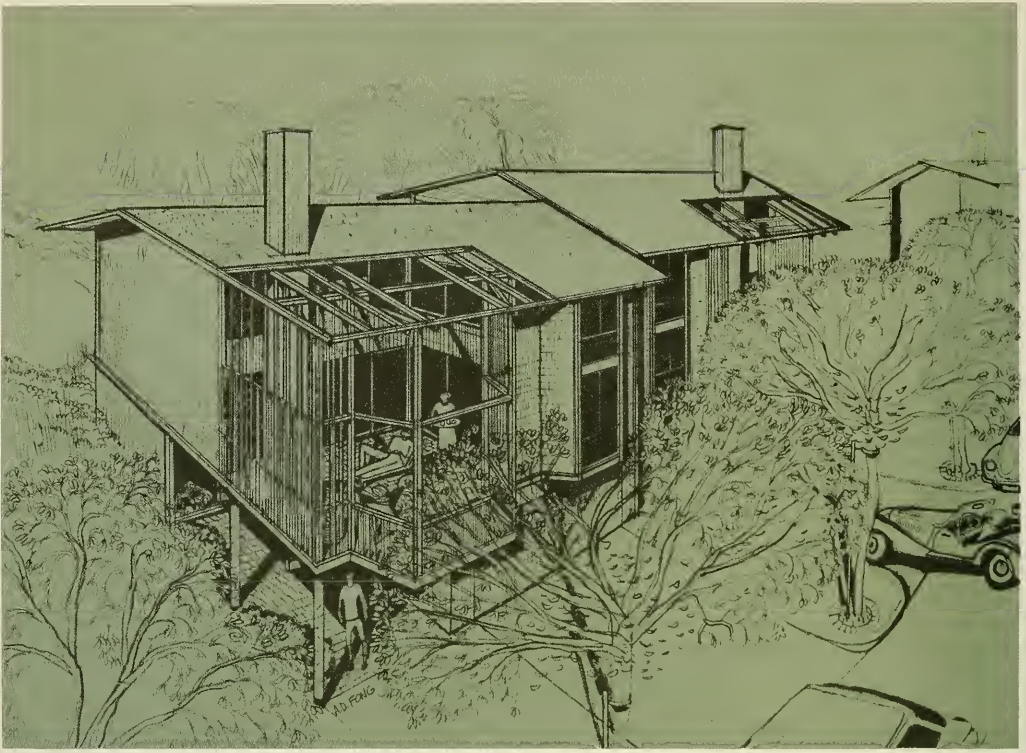
Designing schematically the use of sites prior to sale.

Coordinating the designs of neighboring site uses and structures.

Insisting on good design qualities, even for moderate-priced private housing, where cost considerations may make this difficult.

Planning and dreaming are old pastimes. When applied to cities, plans and dreams have usually been aimed at solving problems of the present or at inducing a return to some image of the past. Only rarely do we find a contemporary plan that anticipates the future with pleasure!

Kevin Lynch and Lloyd Brown



Diamond Heights, single-family homes

Developer: Guy Associates

Architect: Campbell & Wong & Associates, San Francisco

Great architecture grows true to nature,
therefore to materials, method and
men—aimed at the greatest human
benefits.

Frank Lloyd Wright

Architectural quality

Architectural quality involves the application to a single parcel or site of efforts and skills corresponding to those applied in urban design. The amenities and costs of a building become of paramount importance to an owner or tenant. Here the tastes, interests, individual preferences, and financial capabilities of the developer, buyer, or user have their greatest expression. Building codes and well-established financing procedures also have a controlling influence.

While fully respecting the rights of the user, the Redevelopment Agency now works with an architect on every structure which is built or rehabilitated in redevelopment areas. It is pleasing to record that this has been done with a minimum of friction and, insofar as the Agency can judge, with a maximum of satisfaction to users.

In addition to emphasizing quality of design in individual structures, the Agency's policy is to encourage variety of designs. Such diversity assists in preventing a "project" appearance and helps achieve a blending of the old with the new.

The Agency wants each structure to reflect an architectural merit of its own, to harmonize with adjacent development, and to respect the character of the neighborhood.

In the Golden Gateway where all residences, buildings, a major office tower, and a public garage are under one developer and are elements of a single development plan, the developer has consented to engage additional architectural firms to design individual portions of the undertaking.

In Western Addition Area 2 and South of Market, a large number of existing buildings will be retained because they represent economically sound investments, have social value for the community, or embody well-recognized San Francisco forms and designs.



Signs can be an integral element of building design. As such they are of benefit to the owner or tenant and an attractive neighborhood accent. Recognition of this guides the Agency's recommendations on applications before the Planning Commission for signs on existing structures and the Agency's reviews of proposals for buildings in redevelopment areas.



Much of John Beggin's contribution to a more handsome San Francisco is reflected in this report. As Agency architect he guided many a development and personally designed features that embellish the structures and their environs in this City's redevelopment areas. His death in a military plane accident February 10, 1963, tragically ended the career of a creative citizen and took from family, colleagues, architects, and redevelopers the benefits of his warm friendship and inspiring influence.

Open spaces

Open spaces, thoughtfully integrated in the design of structures and neighborhoods, contribute markedly to the enjoyment of the community.

The Agency is determined to keep its development of San Francisco sensitive to the values of open space.

Where there are high-rise residential structures in the Golden Gateway and Western Addition Area 1, 75 percent of the sites are free of tall towers.

The winning design for the Golden Gateway by Wurster, Bernardi, and Emmons and DeMars and Reay provides a landscaped plaza on the roof of the public garage, bounded by Clay, Washington, Battery, and Drumm Streets.

The Golden Gateway offers residents of the apartment towers substantial views over the open spaces above the garage and town houses, which themselves are several levels above the streets.

The Ferry Building Park design contract has been awarded cooperatively by the City and County and the San Francisco Port Authority to Lawrence Halprin and Associates, John S. Bolles, and Mario J. Ciampi in joint venture. This group will create a design for an urban park of at least 3½ acres coordinated with open spaces to be created by the City and County, the Port Authority, and the California Division of Highways.

In the Golden Gateway's open spaces, approximately \$850,000 will be spent for exterior murals, fountains, and statuary and interior art works.

Perini-San Francisco Associates is also creating in the Golden Gateway Sydney G. Walton Square, approximately the size of Union Square, for public enjoyment.

In Western Addition Area 1, 60 percent of the sites will be open area.

In Western Addition Area 1, the Hamilton Square Playground is being enlarged.

In Western Addition Area 2, a public plaza in the Fillmore commercial center, small parks and playgrounds in block interiors, and a system of landscaped pedestrian walks linking schools, parks, churches, and commercial centers will enable residents to move freely along pleasant and well-identified paths to frequently used facilities.

In Diamond Heights, the 65-acre Glen Canyon area will enable residents to enjoy a natural park within a few minutes walk.

The Neighborhood Center in Diamond Heights—a complex of schools, church, play areas, adults' park, library, shopping center, and parking—was designed by the Agency with open spaces, landscaped walks, and wind-sheltered sitting and viewing areas.

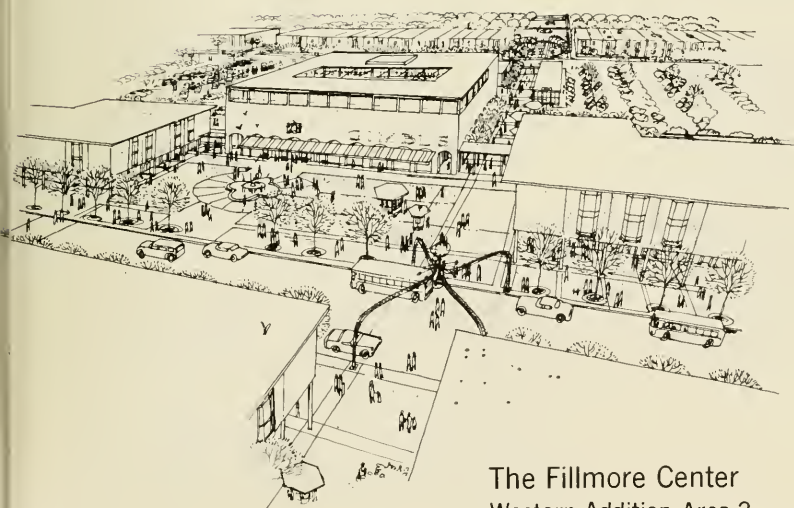
Open spaces can often outperform buildings themselves in creating a new neighborhood structure for better life.

Grady Clay



Diamond Heights Neighborhood Center

Lawrence Lackey, AIA, Urban Design Consultant
 Royston, Hanamoto and Mayes, Landscape Architects



The Fillmore Center

Western Addition Area 2

Consultant Architects • Engineers:
 Reid, Rockwell, Banwell and Tarics

Preservation of the past



Memento from the Past: Colombo Arch

The preservation of structures of significant historical, cultural or architectural merit has the strong interest and support of the Agency.

While there is a widespread belief that many such structures have been or may be destroyed in the redevelopment process, examination by competent observers refutes this view.

A study by the City Planning Commission staff and Skidmore, Owings and Merrill disclosed little worthy of retention in the Golden Gateway. The developers have retained the Front Street archway of the old Colombo Market as an historical marker and entrance to Sydney G. Walton Square. They will also use cobblestones salvaged from vacated streets in tree wells, along paths, and for edging strips in the Square. Old cast iron columns from the Market will be used in store facades.

The Agency sponsored the formation of the San Francisco Conservation Committee in May 1961. Under the chairmanship of Augustin C. Keane, a San Francisco attorney, the Committee's membership was increased during 1962 and now includes representatives of historical societies, preservation groups, Realtors, architectural firms, government administrators, writers, and the press.

The Committee has identified 30 residential, commercial, and institutional buildings in the second Western Addition as having sufficient visual merit to warrant preservation as a part of the City's architectural heritage. It is the Committee's view that old structures properly restored make the tie between past and present so lacking in new neighborhoods.

In its survey of Western Addition Area 2, the Committee found one structure of historic merit—the wood-frame Catholic church built in 1851 which now adjoins the Holy Cross Church on Eddy Street near Divisadero. This structure is one of the City's few historic monuments.

All redevelopment areas will be examined in the planning process to identify, evaluate, and retain important structures of visual or historic merit.

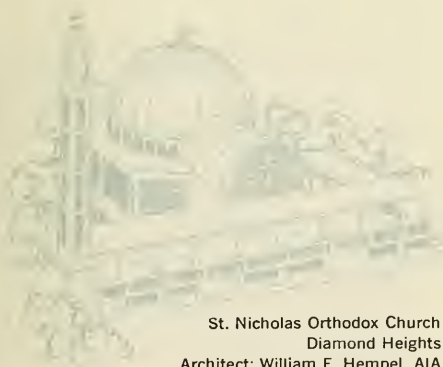
When urban renewer meets historic preserver, the old and the new join up... The treasures of a city's past, through renewal, can be put into a setting that is suitable and harmonious: not lost in a surrounding sea of slums, skid row squalor, or traffic-choked obscurity.

Editors
JOURNAL OF HOUSING

New community institutions

The vitality and utility of a neighborhood are augmented not only by commercial establishments but also by service institutions, such as churches, hospitals, libraries, and schools.

Three churches in Diamond Heights have been planned by their parishes to make distinguished architectural contributions to the new community. St. Nicholas Orthodox Church will have a gold-domed structure in the Byzantine tradition and a free-standing 75-foot bell tower. St. Aidan's Episcopal Church will be a polygonal, stucco building of contemporary design. The California Nevada District of the Lutheran Missouri Synod church will achieve distinctiveness in the unusual pitch of its high roof.



St. Nicholas Orthodox Church
Diamond Heights
Architect: William F. Hempel, AIA

Diamond Heights will also have two new schools, a library, new park areas, and three playgrounds.

A new cathedral of the Archdiocese of San Francisco may be built in Western Addition Area 1 as a replacement for St. Mary's Cathedral destroyed in a recent fire.

In this area, the Kaiser Foundation Health Plan is constructing an eight-story clinic and medical building. With its 100 physicians, the clinic will serve 432,000 outpatients yearly in contrast to 360,000 who now receive its services in adjoining facilities. This area now has two additional medical buildings and one new nursing home. In 1963, two residential developments for senior citizens will be built. The City will construct in this area a community recreation center, a branch library, and playground additions to present school facilities.

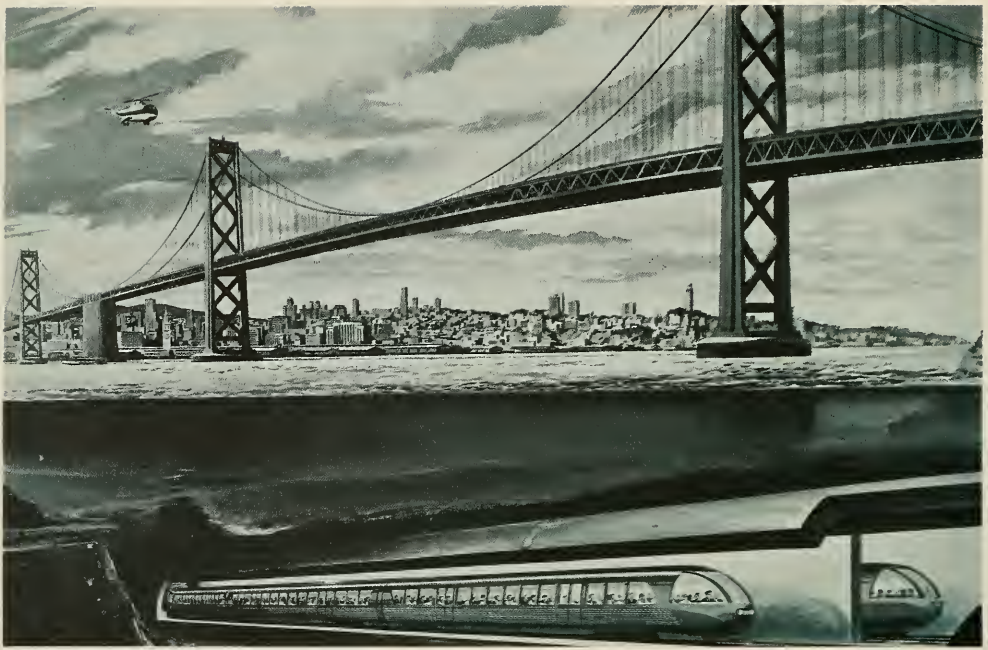
The Japanese Cultural and Trade Center, privately developed, will have an exhibition hall and an open plaza for public use. In the nearby Nihonmachi (Japanese town) a community center is being planned.

The Perini-San Francisco Associates development, a private undertaking, in the Golden Gateway will provide community facilities at an investment of \$1,000,000.

In areas under planning, attention is being paid to expansion of existing institutions and the development of new community facilities.

The best economy of cities is the care and culture of men.

Miles Colean



An artist's cut-a-way drawing of the Bay Area Rapid Transit underwater tube between San Francisco and Oakland.

Proposed through traffic routes
in Western Addition Area 1 and
Area 2

Area 1 ■

Area 2 ■



Expressways parking rapid transit

...e speed is not cheap. It
...not be achieved except
...planned investment un-
...public guidance.

Karl W. Deutsch

The Redevelopment Agency, recognizing vehicular traffic, parking, and transit as critical factors in San Francisco's economic and social life, has worked with city, state, and Federal agencies to solve problems created by the automobile.

The Geary Expressway in Western Addition Area 1 has been made a major east-west traffic artery.

New north-south and east-west traffic routes are being planned for Western Addition Area 2.

Many alleys and streets are closed or restricted in Western Addition Area 1. Additional programs are being developed for Western Addition Area 2 and South of Market to direct and control traffic flow and volume.

Public facility parking garages should be under way in 1963 for 800 cars in Western Addition Area 1 and 1,300 cars in the Golden Gateway.

A new public parking facility is planned for the South of Market area.

An estimated 13,246 off-street public and private parking spaces are being created in the Agency's first three projects. Many of these spaces are in use. The great majority are covered and the balance are landscaped.

The Agency and the Bay Area Rapid Transit District are working to correlate the benefits of the two programs within the community.



All of the renewal areas can expect an upsurge in their economic life through the establishment of new and the expansion of existing businesses.

In Western Addition Area 1, the most unusual commercial development is the Japanese Cultural and Trade Center. Its 150 shops, its hotel of 160 Japanese-inn style and Western-type rooms, and 1,000-seat Oriental theater should attract thousands of visitors and residents of the Bay Area. The last residential units to be built, the 891 apartments by Dworman Development Company, will have ground and mezzanine spaces for limited commercial activities to enliven the residential areas.

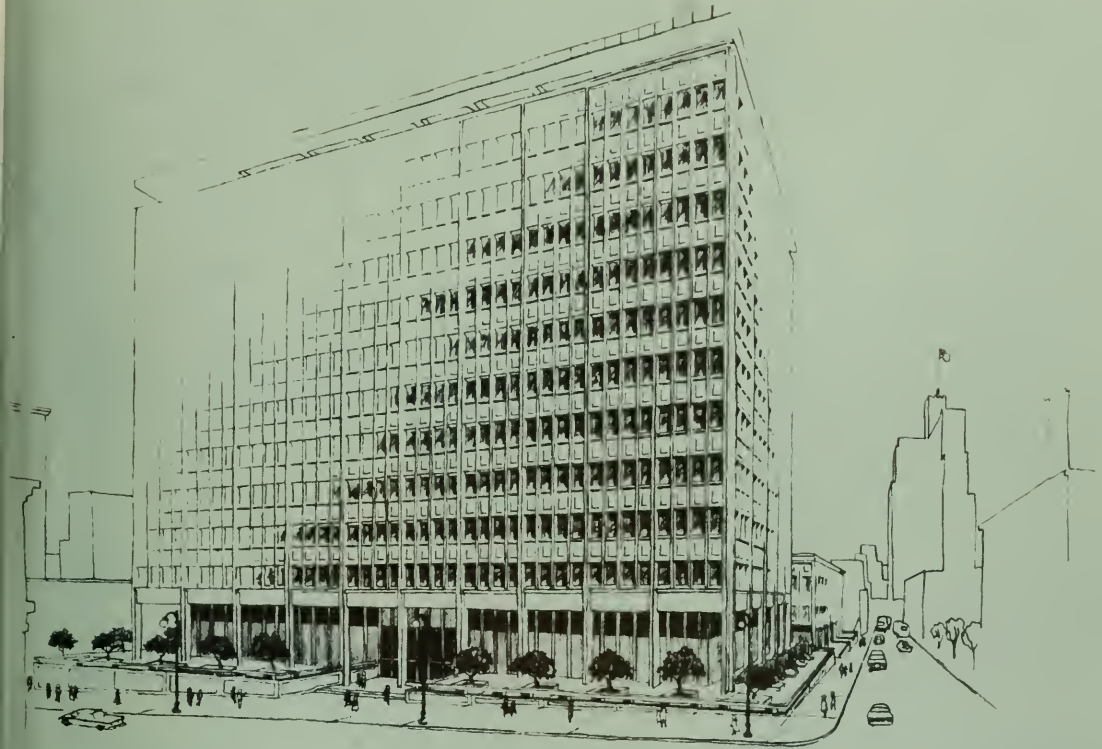
New business

Revitalization of the economic life of Western Addition Area 2 is planned in three districts. The major district will be the Fillmore in a new form to replace the declining community shopping district of the old Western Addition. It is designed to provide full shopping facilities for the larger community. The informal Nihon-machi, or Japanese town, a four-block area with its center at Buchanan Street between Post and Sutter streets, will contrast with the more formal Japanese Cultural and Trade Center across Post Street. Small shops and restaurants, interspersed with residential units, will provide a well-balanced neighborhood environment. The Van Ness Avenue commercial area will be strengthened by redevelopment.

In the Golden Gateway, the office tower of the Aluminum Company of America will dramatically mark the transition from the northern residential uses to large-scale commercial structures in the southern portion of the development. The five blocks of commercial towers south of Clay Street within the Golden Gateway will supply employment for approximately 15,000 people. Around Sydney G. Walton Square some 75,000 square feet of shops will serve the people living in the area.

Ground was broken for the Bay Area headquarters of The Pacific Telephone and Telegraph Company at Folsom and Hawthorne Streets in the South of Market area on September 12, 1962. Approximately 1,700 persons will be employed in this \$15,000,000 building. From inquiries already received, the Redevelopment Agency is confident that it can attract many more businesses and aid existing businesses to expand in the area.

Commercial activity in Diamond Heights is concentrated in two locations — the shopping center and the outlook site. The shopping center, between Red Rock Hill and Gold Mine Hill, has been planned to serve the day-to-day shopping needs of the 9,000 residents of the area. A library, public plaza, and recreation center, adjacent to the shopping center, will contribute substantially to its success. The Diamond Heights outlook at Diamond Heights Boulevard and Addison Street may feature an unusual view restaurant.



Bay Area Headquarters of The Pacific Telephone and Telegraph Company
Architect: John Carl Warnecke and Associates

Urban renewal requires an active
partnership between private enter-
prise and governmental agencies
at all levels.

David Rockefeller

Greater tax yield

Urban redevelopment creates a strong tax base to replace the weak tax foundation of slum or blighted areas with their depreciated structures and low tax yields.

Estimates of new tax yields vary with the investments which the private interests make on each site. For example, on two parcels close to each other there now appear dwellings selling for approximately \$18,000 in one case and \$36,000 in the other. These differences are reflected in the taxes. However, an overall estimate appears feasible, and on a conservative basis the City may expect to increase the tax return on the first three projects when they are completed by about 14 times.

It is more difficult to be precise about the first five projects because the two last undertaken are still in the planning stage, and there is not yet sufficient experience to warrant precise judgments. However, preliminary estimates in all five indicate that the total public and private investment will approximate \$500,000,000—a very healthy foundation, not only in benefits to owners and users but also in revenue essential to the running of the City.

Tax credits

During the brief time improved property is unavoidably owned by the Redevelopment Agency, the Federal Government allows the Agency a tax credit on such property, and this credit is applied as the City's share of the net cost of redevelop-

ment. Therefore, the property continues to be of financial benefit even though it is briefly off the tax rolls. In effect, this credit saves the City the burden of making an equivalent cash appropriation to pay for its share of the net cost of projects. For the Western Addition Area 1, Diamond Heights, and the Golden Gateway renewal areas, these tax credits will amount to about \$1,000,000.

In-lieu taxes

Under terms of current sales contracts, the redeveloper is required to pay in-lieu taxes if he delays his acceptance of title to the land unnecessarily. He must also pay such taxes for that portion of the tax year during which he owns the property although the property is not yet on the assessment roll. In this way the City receives revenues it would not otherwise collect. To date, cash in-lieu tax payments on the three projects in execution have amounted to approximately \$51,000.

Urban renewal has suddenly become the major business of American municipal administration . . . It is the central city's only hope for maintaining its economic base, adding to its tax base, attracting to the city a cross-section of residents of every income group.

David L. Lawrence

Projects in Execution-Progress and Projections

| Key Dates | Western Addition Area 1 | Diamond Heights | Golden Gateway |
|-----------------------------------|----------------------------|-----------------|--|
| Start of survey & planning | Aug. 24, 1950 | Aug. 24, 1950 | May 15, 1958 |
| Project financing contract signed | Dec. 27, 1956 | March 1, 1956 | June 30, 1959 |
| Start of acquisition | Oct. 14, 1957 | Sept. 22, 1956 | Dec. 29, 1959 |
| Completion of acquisition | March 1, 1962 | Feb. 15, 1960 | July 1, 1963 North of Clay July 1, 1964 South of Clay |
| Completion of relocation | April 1, 1962 | April 1, 1960 | January 1, 1964 North of Clay January 1, 1965 South of Clay |
| Start of construction | April 13, 1961 | Oct. 20, 1961 | August 30, 1962 |

Before Development

| | | | |
|---|-------|-----|-----|
| Estimated number of families in area | 1,350 | 33 | 41 |
| Percentage of families relocated in suitable housing | 63 | 97 | 68 |
| Percentage of families who refused offers of standard housing | 37 | 3 | 32 |
| Estimated number of single persons in area | 1,225 | 13 | 263 |
| Estimated number of businesses in area | 350 | 1 | 500 |
| Number of parcels of land | 666 | 609 | 176 |
| Number of buildings | 699 | 52 | 184 |

Land Re-use

| | | | |
|---|---------|--------|-----------|
| Total acreage | 108 | 330 | 45 |
| Street acreage | 38 | 66 | 15 |
| Net acreage | 70 | 259 | 30 |
| Number of new dwelling units | 2,187 | 2,800 | 2,191 |
| Estimated population in new units | 6,750 | 9,000 | 5,000 |
| Estimated net square footage of office floor space | 179,000 | 7,000 | 3,018,000 |
| Estimated net square footage of commercial floor space | 201,000 | 51,000 | 464,000 |
| Estimated off-street parking spaces (not including those of owner-participants) | 3,840 | 3,493 | 5,913 |

Costs

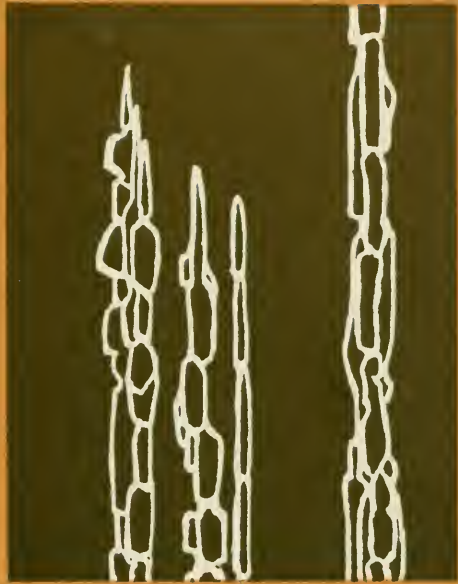
| | | | |
|---|--------------|--------------|--------------|
| Federal share (grant) | \$ 8,614,000 | \$ 1,077,000 | \$ 7,778,000 |
| City's minimum share (mostly public works) | 5,330,000 | 1,742,000 | 5,190,000 |
| Real estate purchases and acquisition costs | 15,536,000 | 2,135,000 | 20,289,000 |
| Return from sale of land | 10,206,000 | 7,326,000 | 16,545,000 |
| Percentage of land marketed | 99 | 36 | 66 2/3 |

Taxes

| | | | |
|--|---------------|-----------|--------------|
| Yield before development | \$ 210,000 | \$ 26,000 | \$ 384,000 |
| Contemplated yield at project completion | 1,965,534 | 2,347,359 | 4,271,389 |
| Time required after completion to earn City's investment through increased taxes | 3 yrs. 6 mos. | 6+ mos. | 1 yr. 4 mos. |

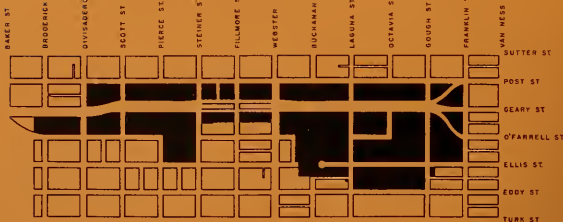
| ITEMS | Total | Diamond Heights | Western Addition Area 1 | Golden Gateway | Western Addition Area 2 | South of Market |
|----------------------------------|------------|-----------------|-------------------------|----------------|-------------------------|-----------------|
| Agency Expenditures | | | | | | |
| Planning, legal & administrative | \$ 6,704 | \$ 1,110 | \$ 977 | \$ 1,107 | \$ 1,408 | \$ 2,102 |
| Real estate purchases & expenses | 85,687 | 2,135 | 15,536 | 20,289 | 24,151 | 23,576 |
| Site clearance & improvements | 10,493 | 4,520 | 969 | 1,614 | 2,000 | 1,390 |
| All Others | 9,255 | 823 | 1,738 | 1,657 | 1,836 | 3,201 |
| Total | \$ 112,139 | \$ 8,588 | \$ 19,220 | \$ 24,667 | \$ 29,395 | \$ 30,269 |
| City expenditures | 24,335 | 3,965 | 6,977 | 7,450 | 1,178 | 4,765 |
| Gross project cost | \$ 136,474 | \$ 12,553 | \$ 26,197 | \$ 32,117 | \$ 30,573 | \$ 35,034 |
| Less: proceeds from project land | 60,743 | 7,326 | 10,206 | 16,545 | 15,850 | 10,816 |
| Net project cost | \$ 75,731 | \$ 5,227 | \$ 15,991 | \$ 15,572 | \$ 14,723 | \$ 24,218 |
| Federal project grant | \$ 50,067 | \$ 1,077 | \$ 8,614 | \$ 7,778 | \$ 13,445 | \$ 19,153 |
| City minimum share | 25,243 | 1,742 | 5,330 | 5,190 | 4,908 | 8,073 |
| City share available | 25,664 | 4,150 | 7,377 | 7,794 | 1,278 | 5,065 |
| City (shortage) or surplus | 421 | 2,408 | 2,047 | 2,604 | (3,630) | (3,008) |

Agency budgeted expenditures (000's)



II. Major developments in projects and study areas

Western Addition Area 1



The pace of construction begun last year in the Western Addition was accelerated in 1962 with the start of major residential, institutional, and commercial buildings. A midsummer building industry strike, while inconvenient, did not seriously delay ground-breaking schedules.

St. Francis Square Cooperative Apartments, Inc., (ILWU) began construction of 299 moderate-priced garden apartments. Eichler Homes, Inc., started a \$4,000,000 apartment building of 150 units. Barton-Western Corporation began Midtown Park, a group of 152 low-rise cooperative apartments. The Salvation Army broke ground for its cadets' dormitory.

The Dworman Development Company received Agency approval for construction of 891 rental apartments and related cultural, recreational, and commercial facilities.

Commercial construction under way includes a \$1,000,000 office building for the National Cash Register Corporation, the Post-Divisadero Professional Center, a convalescent home, Lucky and Mayfair food markets, and the Kaiser Foundation Health Plan medical offices and clinic building and its 400-car garage. The City completed construction of the Geary Expressway in February of this year. Its daily capacity will be 30,000 cars a day and its peak hour capacity will be 2,700 cars.

In October the Board of Supervisors approved a \$3,000,000 public facility garage for 800 cars. This action enabled the financing of the Japanese Cultural and Trade Center to go forward.

The three residential developers in the immediate neighborhood of the Buchanan Street YMCA contributed funds to the rehabilitation of the buildings of this service organization.

At the close of the year, steps were being taken to determine whether the new St. Mary's Cathedral could be located within the area.



Midtown Park
Developer: Barton-Western Corporation
Architect: Skidmore, Owings & Merrill



Moderate-Priced Private Housing, Site 2
 Developer: Robert Chuckrow Construction Company
 Architect: Nobler and Chen, Redwood City

Diamond Heights

In Diamond Heights the Agency continued its land sales program with the marketing of 25 view lots for single-family homes and a 4.6-acre shopping site in the Neighborhood Center. With completion of these sales the Agency received a total of \$7,708,563 for 54 acres, approximately one-third of the land to be sold in the area.

Diamond Heights' first family moved into its new home on March 26, 1962. To date, 191 homes have been completed or are under construction.

San Francisco Redevelopers, Inc., began construction of the prize-winning Red Rock Hill complex of 990 apartments on October 22.

St. Nicholas Orthodox Church, one of three churches to be built in Diamond



Heights, broke ground September 30, 1962. The property for St. Aidan's Episcopal Church was deeded on November 8, 1962, and construction will start early in 1963.

In addition, tentative commitments were made for the sale of 23 acres for the construction of approximately 500 moderate-priced private housing units.

Golden Gateway



Ground-breaking for Perini-San Francisco Associates' Golden Gateway, the 20-acre residential and commercial development that has been internationally recognized for its architectural excellence, took place August 30, 1962. Construction began on 794 apartments. Start of the 1,300 car public garage and office tower is scheduled for 1963. These comprise Phase I of the \$85,000,000 project. (Construction of Phases II and III is scheduled for October 1963 and October 1964, respectively.)

At the ground-breaking ceremonies the Aluminum Company of America announced that it would become a partner of Perini-San Francisco Associates to build the residential complex and 400,000 square-foot central office tower. It will serve as the Company's West Coast headquarters and house other tenants. Some 2,000 persons will work in the building.

The Perini-San Francisco Associates' scheme, which was designed by five distinguished architectural firms, incorporates a quality and variety of amenities intended to make the Golden Gateway one of the City's most distinctive neighborhoods.

In July of last year the Perini group concluded an international competition for the design of a sculpture for the center

of Sydney G. Walton Square. The winning artist among more than 100 contestants was Francois Stahly of Paris. Stahly's design consists of a water garden of bronze columns and granite blocks. There will be a unique play of water down the sculptured surface of the columns. The stone garden will have a pool, surrounded by a sitting area.

The Redevelopment Agency joined the Planning Commission and the San Francisco Port Authority in awarding through the Director of Public Works a contract to a joint venture including Lawrence Halprin and Associates, John S. Bolles, and Mario J. Ciampi to prepare schemes for an urban park at the foot of Market Street.

The Agency initiated technical steps looking to the marketing of the five commercial blocks south of Clay Street in 1963.

The Agency has received approval from the Urban Renewal Administration for the use of planning funds to determine the feasibility of including in this area the northerly half of Assessor's Block 202 (the Post Office Annex block) to bring the area to a more logical boundary. Its exclusion resulted originally from the expectation, which later could not be realized, that the State Division of Highways would purchase the entire block for construction of the Clay-Washington ramps of the Embarcadero Freeway.

An important facet of the renewal of the Golden Gateway was the completion of arrangements for relocation of the produce industry. On December 10, 1962, the Board of Supervisors gave final approval to the establishment of a produce market at Islais Creek, and ended an



Looking south over one of the elevated walks leading from Sydney G. Walton Square, with arcaded shops at street level below. It will be possible to go from one end of the project to the other on these elevated walks without descending to street level.

Developers:
Perini-San Francisco Associates
Architects:
Wurster, Bernardi and Emmons
DeMars and Reay



eight-year struggle to formulate a workable method of moving the produce industry to a suitable new location in San Francisco.

The San Francisco Redevelopment Agency, with the cooperation of many City departments, worked in a variety of ways to achieve this involved relocation. The Agency gathered technical information and called in experts on new market operations; worked with Congressmen and the U.S. General Services Administration to keep the Government-owned Islais

Creek site available; found the investor whose participation was the key to market feasibility; helped with financing procedures; and provided temporary relocations for affected merchants. The end result of the cooperative action on the part of the produce merchants, the City and the Redevelopment Agency will be a \$4,000,000 market which will consist of 80 produce stalls, four restaurants, a service station, and a bank and office building.



This garden fence which surrounds Phase I of the Golden Gateway accommodates San Francisco's "sidewalk superintendents" with something new and pace-setting in construction fences. Perini-San Francisco Associates, with the assistance of industrial designer Wayne G. Williams, created a fence that forecasts the aesthetic and urbane qualities of the \$85,000,000 development.

Western Addition Area 2

The planning of this 65-block area, which almost completely surrounds Western Addition Area 1, has been a major activity of the Agency throughout the year. It is the Agency's belief that Area 2 will play a special role in the City's social and economic development. It will be an important source of moderate-priced private housing for families and single persons of all age groups.

The Agency's studies and surveys of the area have a broad format. They are aimed at:

- Establishing a plan of rehousing of residents over a three-year period. (The plan is outlined in a report dated April 3, 1962.)

- Documenting the practicability of rehabilitation of homes and businesses.

- Outlining new uses of the area's 254 acres which would result in new neighborhoods reflecting diversified incomes, mixed racial and cultural qualities, and revitalized commercial activities to serve San Franciscans within and beyond the area.

- Selecting sites for development of 1,400 moderate-priced private housing units and 800 units for the elderly.

In order to encourage the important moderate-priced private housing program, the Agency took the following steps:

- Established a Moderate-Priced Private Housing Division within the Agency.

- Employed a housing consultant to aid prospective sponsors and builders of moderate-priced private housing. Sponsored a lecture series on "Course of Instruction on Sponsorship and Construction of Moderate-Priced Private Housing." The series was well attended by developers,

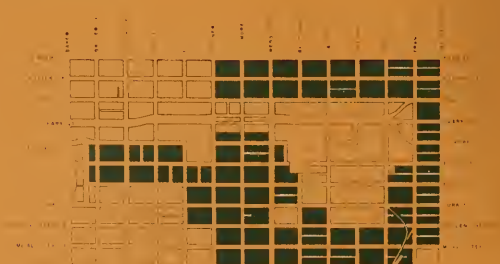
lenders, housing coordinators, community leaders and representatives of churches, private organizations, and public agencies.

Worked through community organizations to seek potential nonprofit sponsors. In this regard, the Western Addition District Council and the San Francisco Program for the Aging have been most helpful.

Employed a rehabilitation specialist to prepare standards and techniques for retention of existing family housing.

As part of this planning, the Agency established personal contacts with residents and businesses of the area. The Agency informed families and business proprietors about each step of the Area 2 program and indicated how they could participate in the project as owner-participants, tenants, or owners of new or rehabilitated homes and businesses. The Agency published the first two pamphlets of an information series to supplement the program of personal contacts.

Agency studies and community interest have indicated that at least three districts have a special commercial potential in the area—the Fillmore, the Nihonmachi, and Van Ness Avenue. Special Agency staff has been appointed to aid the merchants. The Small Business Administration has a loan service for businesses in these areas.



The United Committee for the Japanese Community has represented the Japanese Americans in the development of plans for the Nihonmachi (Japanese town) business area centering around Buchanan between Post and Sutter Streets. The Fillmore Merchants Association has represented the businessmen of the Fillmore in the development of a program for a Fillmore Center extending from Geary to Turk Streets. Both groups have participated in developing plans for these commercial areas.

Shortly after the beginning of 1963, the Agency will present a redevelopment plan for Western Addition Area 2 for review by the people of San Francisco, the Planning Commission, and the Board of Supervisors.



The Fillmore Center

Consultant Architects • Engineers:
Reid, Rockwell, Banwell and Tarics

South of Market

On September 5, 1962, the Federal Government signed a contract for an advance in the amount of \$607,986 for development of a plan to rebuild and rehabilitate 90 acres south of Market Street. The South of Market area is bounded generally by Mission, Second, Harrison, and Fourth Streets.

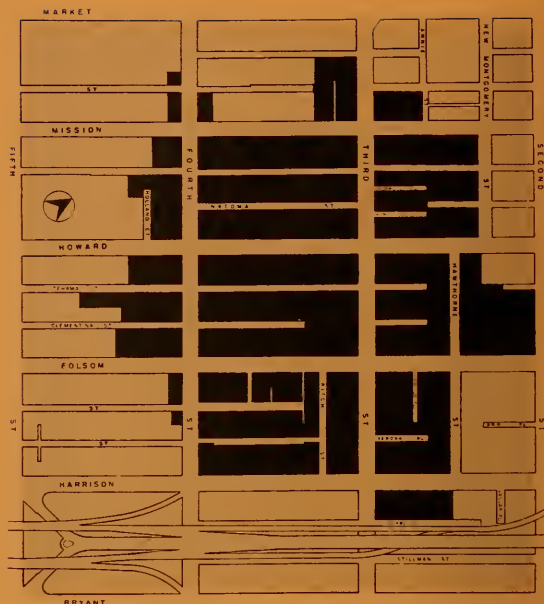
The Agency accepted the planning advance in late September when the City agreed to build a public garage in the Western Addition through the nonprofit City of San Francisco Western Addition Parking Corporation. As a result of this action, the Agency established a local credit of \$3,000,000 with the Federal Government which is applicable and necessary to the financing of the South of Market project.

Planning of the area has begun. Revitalization of this section will establish a healthy economic link with the new Golden Gateway, the downtown business district, and the Market Street area to be rehabilitated by private groups.

In order to rehouse elderly single men from the South of Market area, the Agency organized a comprehensive study of their social and housing situation. Formulation of specific plans will proceed with the cooperation of the United Community Fund and other agencies concerned with the area.

The Agency worked closely with the South of Market Advisory Committee on Commercial and Industrial Development which is concerned with a much larger South of Market area including and adjoining the Agency's study area.

Likewise, the Agency prepared to coordinate the planning of the area with the Market Street improvement plan being developed by Market Street property owners and businessmen with the aid of SPUR (San Francisco Planning and Urban Renewal Association).



Hunters Point

Prior to the year reported here, the Agency was invited by the Board of Supervisors to make recommendations for the replacement of 1,810 temporary war housing units at Hunters Point in the South-eastern section of the City.

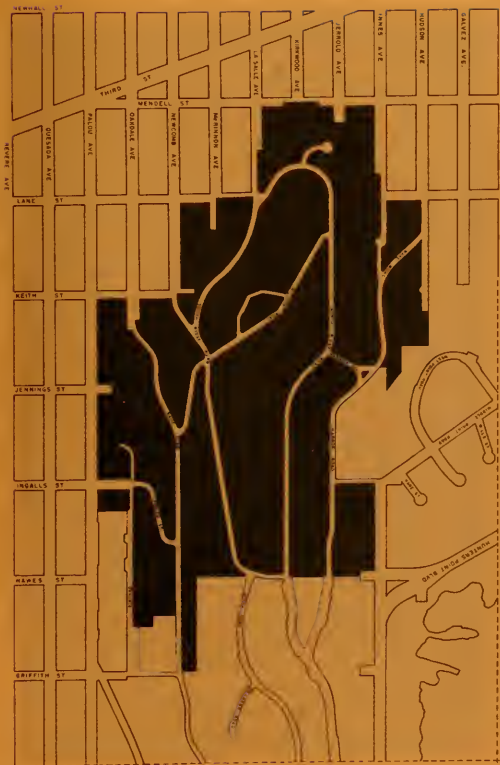
The Agency recommended that an area of approximately 135 acres be made a redevelopment area to allow construction of 2,000 moderate-priced private housing units for families now resident there and for other families of moderate income in San Francisco.

Many families living at Hunters Point will be eligible for low-rent public housing. The Agency suggested that the new development could be intermixed with a limited number of new, scattered public housing units, if the electorate approves the building of these by the San Francisco Housing Authority. The Agency has also urged the community to explore supplementary methods of rehousing low-income families.

On July 30, 1962, the Board of Supervisors appropriated \$10,700 with the request that the Agency prepare a suggested program.

By law, the temporary housing units must be razed by 1970. By that time, the Redevelopment Agency could complete a new community designed to meet the urgent housing needs of families of moderate means.

It is hoped that there can be a community decision in 1963 to evolve a constructive solution to the current housing problem at Hunters Point.



III. The immediate future

Now that 1962 has ended, certain trends become discernible, certain evaluations are warranted.

Many elements in the community want the Agency to undertake more projects. Others are concerned that it already has too extensive a program. Some want only redevelopment that brings economic opportunities. Others are insistent on social goals in terms of fewer displacements, more rehabilitation without any substantial increases in housing costs, and the salvaging of marginal businesses. Some citizens are advocates of increased opportunities for housing minority families, but some favor concentration while others insist on dispersion, whereas each is really concerned with equal opportunities. Senior citizens want more housing and related services. Nonprofit institutions rendering public services seek sites for their buildings—uses regarded by some citizens as a social necessity and by others as a loss of property taxes.

This means then that redevelopment is becoming a focal point for the hopes, desires, and interests of the community. Not all of these can be satisfied in an absolute sense. If any one could be, to the exclusion of the others, the redevelopment program would not be representative of the community. In a degree all these demands will get the thoughtful attention of the Agency but no one interest will prevail over all others.

It is clear, however, that increasing emphasis must be given to the housing interests of families and single persons of moderate and low income. The normal working of the market under conditions of limited supply of suitable land is not producing housing for such households in San Francisco. If their needs are not given constructive attention, the redevelopment program will of necessity be impeded. Fortunately, in 1961 Federal legislation made practical the allocation and use of redevelopment sites for moderate-priced private housing.

The Agency began as early as 1960 and will continue in the period ahead to develop programs for private housing for families of moderate income and for the elderly. For single persons, other than the aged, and particularly for single men in the skid row area suitable housing resources are yet to be created. Their needs warrant the community's serious attention and imaginative efforts.

In San Francisco, as in many other major cities throughout the country, the community has not yet evolved answers to a complicated question: What can be done to house low-income families who are eligible for low-rent public housing but who do not wish to occupy such housing? These families frequently seek out the very blighted dwellings which the City is removing or modifying through various programs. The Agency has a serious interest in how low-rent public housing is utilized in relation to urban renewal operations and values highly the use of the resources of the San Francisco Housing Authority for relocation purposes. The positive values of the public housing program should not be taken for granted.

As one answer to an admittedly complex problem, the Agency has encouraged the use of new and existing scattered sites for low-rent units of a noninstitutional type in Western Addition Area 2.

If the community wishes to reap higher economic uses and tax benefits from land on which low-income families and individuals are presently housed, it must face the challenge of helping to provide decent housing for such families.

Rehabilitation is understandably far more popular than demolition and clearance. In areas containing salvable buildings, rehabilitation will be extensively used. It can not be used where buildings are extremely deteriorated and would involve rehabilitation costs beyond the financial means of owners or tenants.

The Agency is engaged in planning the use of existing and the creation of new resources in social aids through the United Community Fund and other public and private social agencies. The Agency will help poor or disadvantaged families and individuals with all the social aids it can muster. It is confident that much progress will be made. Many problems will be solved. Many will be ameliorated. Many will remain unsolved. The community can be assured, however, that all existing resources and those which the community may be able to create to serve this objective will be fully utilized by the Agency.

Redevelopment is conducted under Federal, state, and local law. Experience continues to identify areas of legislation needed to make the redevelopment process more effective. A few of these are highlighted here.

On the Federal front, legislation is needed to make simpler financing of demonstration construction possible during the planning of projects.

On the state front, legislation is needed for:

The right of immediate possession in condemnation actions, with appropriate protection of the interests and rights of property holders, in order to accelerate the redevelopment process.

The lifting of the requirement that an area be designated as blighted for study purposes, but the retention of the present provision for such a finding at the time that a renewal plan is adopted by the governing body—the Board of Supervisors in the case of San Francisco—for execution.

The removal of language which causes arbitrary restrictions in the size of redevelopment areas, regardless of the wishes of the local governing body.

Authority to sponsor pilot undertakings to solve relocation problems.

While additional state legislation is needed for other redevelopment agencies, the items listed are specially important to the San Francisco Redevelopment Agency.

With regard to municipal actions, the Agency each year recommends that the City and County appropriate a reserve fund under City control for future redevelopment operations. Heretofore the City has financed its share (one third of net cost) primarily through the incidence or the rescheduling of needed public works and other public facilities. The time may come when redevelopment could be blocked because public works or facilities are not needed and the City would be strained to provide its share of the cost of projects.

The necessity for the utilization of redevelopment along with other major development activity in the

community has long been evident. Important services will continue to be rendered to San Francisco by the Workable Program for Community Improvement under the Urban Renewal Coordinator in the Mayor's Office, the Downtown Plan now being prepared by the City Planning Department, the Bay Area Rapid Transit District program, private programs stimulated by the San Francisco Planning and Urban Renewal Association, and hopefully, the work of the Association of Bay Area Governments. The Community Renewal Program starting in 1963 is a critical study concerning the future of renewal in San Francisco. The two-year, million dollar program will be supervised by the City Planning Commission and will be guided by it and other agencies involved in city improvement, including the Redevelopment Agency. The program will recommend a precise framework for total community development after exploring types of renewal actions, if any, needed in any area; priorities by areas; and the consequences any program may have on the rest of the community. The Redevelopment Agency desires to help these programs and to be helped by them. The thought is unrealistic that any one of these groups, including the Redevelopment Agency, could singly meet all the needs of the community's growth.

During 1962 the Agency enjoyed the cooperation of many people in the City and County government. In this regard the following quotation from the 1961 report was valid in 1962 and will be important to 1963 operations.

"The Agency is proud of its working relationship with the City and County of San Francisco—Mayor George Christopher, the Board of Supervisors, the various Departments and Commissions, and the Urban Renewal Coordinator. The Redevelopment Agency is particularly sensitive to its obligation to follow the broad policies laid down by the Board of Supervisors. Yet it makes use of the advantages it has as a separate public body in the administration of its project operations. It is in this element of flexibility and freedom from the larger and more regularized operations of the City and County government that the Agency's strength lies. Although it is a public agency carrying out a public function, the nature of its work is that of a quasi-business organization. The Agency operates as much as possible along business lines."

continued on page 33

Redevelopment will continue to need the best and most disinterested judgments and skills to render its services to the community. To all those citizens, elected and appointed officials, and public service groups who have spent much of their time and energy along these lines to make the San Francisco Redevelopment Agency's activities a better and more effective program in 1962 and who will continue in this spirit in 1963, the Members express their thanks.

Members of the San Francisco Redevelopment Agency

Everett Griffin, Chairman

Walter F. Kaplan, Vice Chairman

James B. Black, Jr.

James A. Folger

Lawrence R. Palacios



M. Justin Herman, Executive Director

The San Francisco Redevelopment Agency is an instrumentality of the State of California. It works on behalf of and under the policy direction of the City and County of San Francisco. It uses for this purpose Federal funds received from the Housing and Home Finance Agency's Urban Renewal Administration and local contributions, mostly in the form of public works and facilities.



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Board of Supervisors

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Harold S. Dobbs

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John J. Ferdon

James L. Halley

Clarissa Shortall McMahon

Jack Morrison

Joseph E. Tinney

The Redevelopment Agency has received the valuable cooperation of the following organizations:

American Friends Service Committee
Associated Home Builders, Incorporated
San Francisco, Marin, Napa, & Sonoma
Baptist Ministerial Alliance
Bay Area Rapid Transit District
Bay Area Urban League
Building Owners and Managers Association
Booker T. Washington Community Center
Council for Civic Unity of San Francisco
Down Town Association of San Francisco
Family Service Agency of San Francisco
Fillmore Merchants and Improvement Association
Interdenominational Ministerial Alliance
International Institute of San Francisco
Japanese American Citizens League
League of California Cities
Mission Neighborhood Center
National Association for the Advancement of Colored People
Northern California Chapter of the American Institute of Architects
San Francisco Chamber of Commerce
San Francisco Conservation Committee
San Francisco Council of Churches
San Francisco Council of District Merchants Associations
San Francisco Housing Authority
San Francisco Planning and Urban Renewal Association
San Francisco Port Authority
San Francisco Program for the Aging
San Francisco Real Estate Board
San Francisco Unified School District
South of Market Advisory Committee on Commercial and
Industrial Development
Southern Promotion Association
The Golden Gate Neighborhood Centers' Association
The Salvation Army
The Society of California Pioneers
United Committee for the Japanese Community
United Community Fund of San Francisco
Visiting Nurse Association of San Francisco
Western Addition District Council and Member Agencies
Westside Health Center
Young Men's Christian Association
Young Women's Christian Association

